



September 2008

SUBSECTOR PROFILE

Employment in New York City's Truck Transportation Subsector

About this Profile

This is one of four profiles¹ developed by the New York City Labor Market Information Service (NYCLMIS) about the transportation sector's top employment subsectors. The others are about air transportation, transit/ground passenger transportation, and support activities for transportation.

This profile is intended to help workforce development *account executives* with business development and job placement, *career advisors* with job counseling, and *education and training professionals* with their activities in the air transportation subsector. Jobseekers can also use this information to help with career decision-making. Icons appear throughout this profile to mark findings and recommendations of special interest to these respective audiences. See page 2 for a guide on **How to Use this Profile**, and an accompanying key to the icons.

Terms and Definitions

Trucking firms can be classified by:

- **How much freight is being shipped:** truckload or less-than-truckload;

- **Industry specialization:** electronics, produce, high-end goods; movers of household or offices;
 - **Scope of the trucker's market:** regional or national;
 - **Trip origins and destinations:** ports, regional distribution centers, warehouses, retail outlets; and
 - **Availability of the trucker's services to shippers:** common, contract, or private.
- *Common carriers* transport goods for agreed upon compensation, typically along fixed routes on previously set time schedules. Common carriers must demonstrate to regulators that they are "fit, willing and able" to provide service, according to standards.
 - *Contract carriers* also transport goods for agreed upon compensation but are not required to meet the same regulatory standards and do not operate on fixed routes or defined schedules.
 - *Private carriers* haul their own freight and no one else's. For example, WalMart and Staples have their own fleets used solely to move goods from distribution centers to retail stores.

HOW TO USE THIS PROFILE

The table below shows specific ways that *career advisors*, *account executives*, and *education and training professionals* can use the information contained in each section of this profile to help them to serve jobseekers and businesses.

PROFILE SECTION	THIS SECTION CAN BE USED TO:
Terms and Definitions	<ul style="list-style-type: none">■ Speak more knowledgeably with jobseekers and employers about the subsector.
The Subsector in New York City	<ul style="list-style-type: none">■ Identify top employers.■ Locate which boroughs have most employer sites.
Jobs	<ul style="list-style-type: none">■ Know how many jobs there are and where they are located.■ Understand where job opportunities may be improving or worsening.
Wages	<ul style="list-style-type: none">■ Identify entry-, mid-, and high-level wages.
Occupations and Advancement Pathways	<ul style="list-style-type: none">■ Identify promising occupations for jobseekers.■ Identify the skills, experience and other qualifications employers will require.
Current Workforce Facts	<ul style="list-style-type: none">■ Know who works in the subsector now.■ Compare current workforce with employers' needs to identify "gaps".

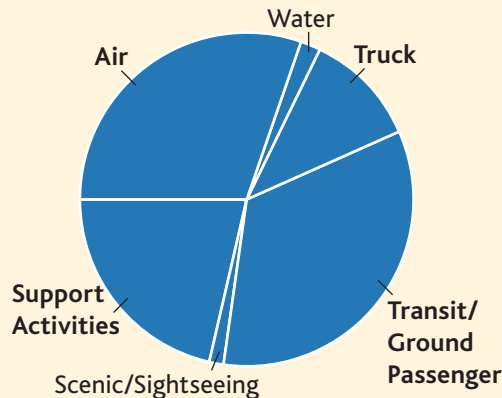
WORKFORCE PROFESSIONALS PROFILE USER KEY

 CA	Career Advisors
 AE	Account Executives
 ET	Education and Training Providers
	All Stakeholders

These icons appear throughout the text to mark findings and recommendations that will be of particular interest to specific workforce stakeholders.

FIGURE 1 New York City Private Sector Employment in Transportation*

Air	25,248
Truck	9,374
Transit/Ground Passenger	27,899
Support Activities	17,583
Scenic/Sightseeing	1,280
Water	1,500
Private Sector Transportation	82,884
All Private Sector Jobs	3,514,234



SOURCE New York State Department of Labor, Quarterly Census of Employment and Wages, 2007.

* In 2007, transportation accounted for 2.3% of all private sector jobs in New York City.

■ *Integrated carriers* use more than one mode of transportation (e.g., air and truck) and employ their own fleets, such as UPS, Federal Express, and DHL.

AE Account executives need to understand how the subsector is organized (as described above) so they can speak more knowledgeably with employers.

■ NAICS allows users to uniformly identify and classify companies. Using NAICS helps to ensure that we are referring to the same group of firms. After workforce professionals identify the sector (2-digit NAICS code), subsector (3-digit code) or industry group (4-digit code) that they want to explore, they should give some more thought to what companies are and

are not included, and then expand or reduce their NAICS selection as needed.

Trucking is the fourth largest transportation subsector in New York City with about 9,400 jobs in 2007. As defined by NAICS, the subsector includes common and contract carriers, but does not include private or integrated trucking carriers (Figure 1).


■ Jobseekers and workforce professionals interested in trucking jobs should look at companies in NAICS 484 and in other related subsectors that include private carriers like grocers (424), restaurants (722), couriers and messengers (492), construction (236 through 238), sanitation and waste management (924), and dry cleaning and laundry (8123).

North American Industrial Classification System (NAICS) Definition of the Truck Transportation Subsector (NAICS 484)

Industries in the truck transportation subsector provide over-the-road transportation of cargo using motor vehicles, such as trucks and tractor trailers. The subsector is subdivided into general freight trucking and specialized freight trucking. This distinction reflects differences in equipment used, type of load carried, scheduling, terminal, and other networking services. General freight transportation establishments handle a variety of commodities transported in a container or van trailer. Specialized freight transportation is the transportation of cargo that, because of size, weight, shape, or other inherent characteristics requires specialized equipment.

Experts believe that private trucking accounts for about half of all trucks on the road in the region. A better estimate of total number of trucking jobs is probably closer to 18,000. This 9,400 figure also does not include public sector jobs (such as sanitation truck drivers, which would be classified under city government for example).

Because the truck transportation subsector is highly connected to almost all other sectors of economic activity, trucking companies are highly sensitive to economic fluctuations. The subsector usually does well in economic boom times and suffers when the economy is doing poorly.

 Workforce professionals should be aware that job placement prospects in the truck transportation subsector will decrease rapidly during economic downturns and increase rapidly during economic upturns.

The Subsector in New York City

Compared to other major urban centers, the New York City metropolitan region heavily relies on trucks to carry freight: 80 percent of the freight that is moved here is hauled by truck. The construction, food service, and retail sectors account for the highest shares of trucking volume and miles.

Queens and Brooklyn have more truck transportation establishments than the other boroughs (Table 1).


 An establishment is a location where companies provide materials or services and can be seen as an “employment site.” A single firm or company may have many establishments.

Table 2 shows the top ten largest trucking establishments in New York City: three in Queens, three Brooklyn, two in Manhattan, and two in the Bronx. These establishments account for almost one-third of the jobs in the truck transportation subsector.

AE Account executives should know the largest establishments in the trucking subsector and be aware that many other trucking jobs exist in smaller companies.

Jobs

There were 9,374 jobs in the truck transportation subsector in New York City in 2007, down from just over 10,000 jobs in 2000 (Table 3). Job losses in Manhattan are probably associated with the folding or relocation of trucking firms out of the borough due to higher real estate costs and traffic congestion. The Bronx and Queens gained trucking jobs between 2000 and 2007.

Truck transportation job numbers have decreased as demand for freight has decreased and fuel prices have risen. The downward trend in job numbers can be expected continue throughout 2008; however, the subsector is expected to rebound as the economy rebounds.

Queens leads the boroughs with 38 percent of New York City’s truck transportation workforce, followed by Brooklyn at 27 percent.

Figure 2 shows that truck transportation jobs tend to cluster near the airports and marine terminals in Jamaica, Queens; Red Hook, Brooklyn; and Howland Hook, Staten Island. There are additional job clusters in Maspeth and Flushing Queens; Ridgewood, Brooklyn; and around the Hunts Point food distribution center in the Bronx.

TABLE 1 Truck Transportation Establishments in New York City by Borough, 2000–2007

	2007	INCREASE/DECREASE 2000 TO 2007	
		# +/-	% +/-
Bronx	121	-7	-6%
Brooklyn	353	46	15%
Manhattan	113	-40	-26%
Queens	382	-12	-3%
Staten Island	84	0	0%
New York City	1,053	13	1%

SOURCE Quarterly Census of Employment and Wages, New York State Department of Labor, 2000–2007

TABLE 2 Largest Truck Transportation Establishments in New York City, 2008

ESTABLISHMENTS	BOROUGH	ON-SITE EMPLOYMENT
Velocity Express Inc.*	Manhattan	700
Mystic Tank Lines Corp ⁺	Queens	545
Roadway Express Inc.*	Brooklyn	300
Guardian Transport & Worldwide*	Bronx	250
Padded Wagon Inc.*	Bronx	250
New Penn*	Queens	225
Oz Moving & Storage Inc.*	Manhattan	200
J & J Air Container Station*	Queens	200
Time Moving & Storage*	Brooklyn	200
Truck Rite Distribution System ⁺	Brooklyn	180

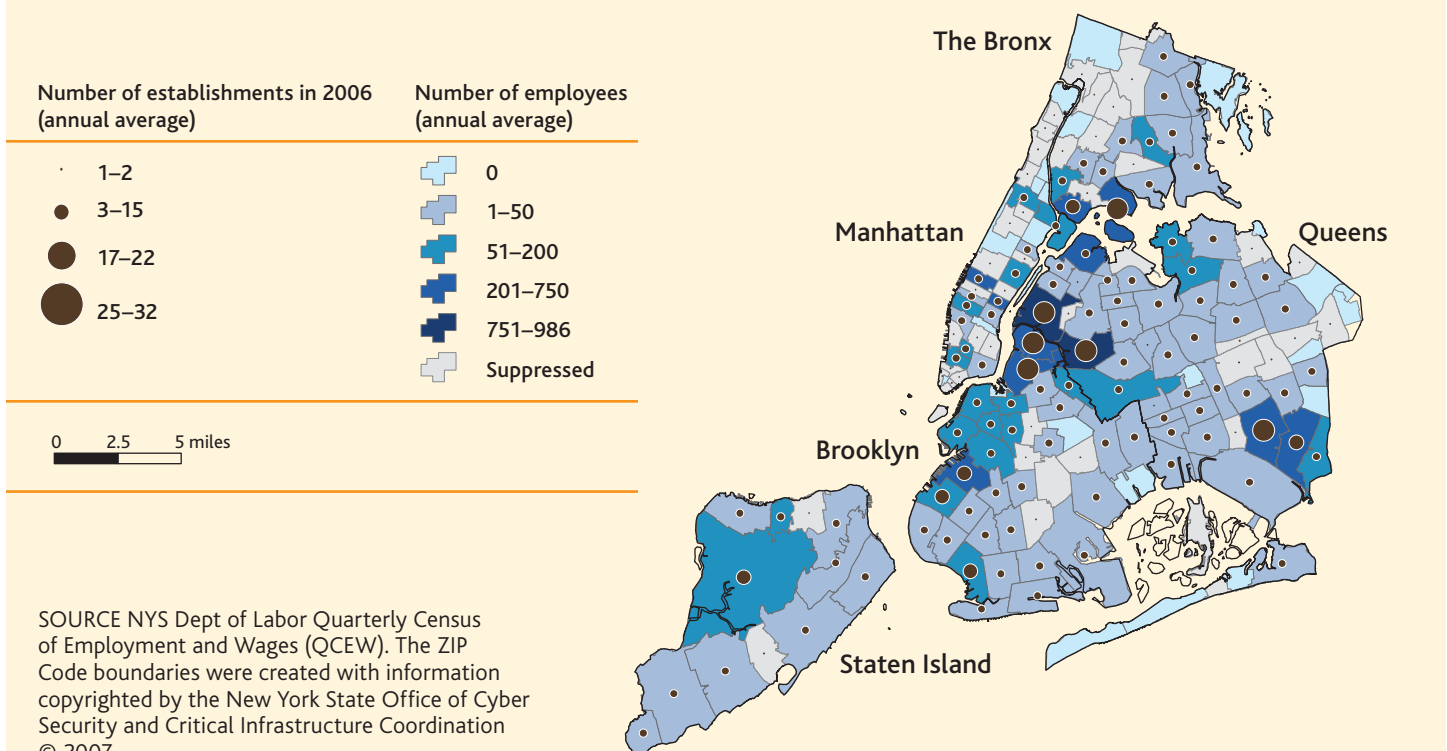
SOURCES *ReferenceUSA and ⁺Dun & Bradstreet 2007 establishment lists. Retrieved May 2008 (NAICS 4841 and 4842).

**TABLE 3 Truck Transportation Jobs in New York City
by Borough, 2000–2007**

	2007	INCREASE/DECREASE 2000 TO 2007	
		# +/-	% +/-
Bronx	1,292	285	28%
Brooklyn	2,572	-434	-14%
Manhattan	1,537	-699	-31%
Queens	3,555	296	9%
Staten Island	418	-148	-26%
New York City	9,374	-700	-7%

SOURCE Quarterly Census of Employment and Wages, New York State Department of Labor, 2000–2007.

FIGURE 2 Truck Transportation Employment and Establishments in New York City²



**TABLE 4 Average Annual Salary* in Truck Transportation:
New York City by Borough, 2000–2006**

	2006	INCREASE/DECREASE 2000 TO 2006	
		\$ +/-	% +/-
Bronx	\$38,638	\$4,527	13%
Brooklyn	\$39,464	\$6,566	20%
Manhattan	\$41,057	\$5,539	16%
Queens	\$41,439	\$6,773	20%
Staten Island	\$33,972	\$2,494	8%
New York City	\$40,118	\$6,025	18%

SOURCE Quarterly Census of Employment and Wages, New York State Department of Labor, 2000–2006

* In current \$

AE To collect establishment names and contact information, account executives can:

- Purchase and consult commercially available lists such as Hoover's, Moody's, Dun & Bradstreet or ReferenceUSA;
- Download lists for free at the New York Public Science, Industry, and Business Library (SIBL) on 34th Street and Madison Avenue in Manhattan; or
- Contact nyclmis@gc.cuny.edu for assistance and information about how to access business lists.

Wages

The average annual salary in the truck transportation subsector has increased even after adjusting for inflation (Table 4). Likely explanations for the increasing salaries are: an overall increase in demand for trucking services during the economic upturn and a general shortage of truck drivers.

CA Truckers with technological skills needed to operate on-board technologies — such as geographic positioning systems — are paid better than those who do not.

ET Education and training providers should assess the extent to which their current offerings expose job applicants and existing workers to these newly needed technological skills so that they can earn higher wages in the trucking subsector.

Truckers in unionized companies, typically larger companies, receive better benefits and higher wages than those who are not unionized. A recent study showed that unionized drivers earn 18 to 21 percent more than non-union drivers.³ The extent to which the local truck transportation labor force remains unionized can be expected to have a strong effect on future wage levels in the subsector.

The main labor unions for New York City truck drivers working for common carriers are Teamsters Locals 807 and 707, although other local members of Joint Council 16 serve drivers in the construction (282), food (202), and moving and storage industries (814). About half of all New York City truck drivers are union members, but this percentage varies by industry as well.

CA Career advisors should be aware that union jobs pay better on average and that larger companies are more likely to be unionized.


Occupations and Advancement Pathways⁴

There is a chronic shortage of truck drivers all over the United States. It may be difficult for carriers to attract qualified drivers because jobseekers may be concerned about spending long periods of time away from home and unpredictable work schedules. Other factors related to the shortage are the training, screening, and licensing requirements that not all workers can easily meet.

CA Some good reasons jobseekers and career advisors should focus on occupations in truck transportation are: relatively good pay, diversity of occupations, advancement opportunities, reasonable education requirements, and generally more opportunities for people who have criminal records.

Table 5 shows the top ranking occupations in truck transportation according to the total number of jobs in New York City in 2006. The top five are truck drivers, laborers/movers, supervisors of laborers/

movers, office clerks, and dispatchers. The U.S. Bureau of Labor Statistics expects job opportunities to grow in two (supervisors and dispatchers) of these five occupations.

 Occupational projections from the Bureau of Labor Statistics Occupation Employment Survey Program are recognized as the state of the art in labor market information. These projections have some limitations, however. We recommend that readers weigh these data against other data presented in this profile to form their own view about occupational outlooks in the trucking subsector.

To get an accurate sense of the occupations, it is important to look beyond job numbers and growth, and examine other job characteristics such as educational requirements, wages, and turnover. Table 5 also shows the percent of replacement job openings (as opposed to new jobs that are created when subsector employment numbers expand). Almost all of the projected jobs are in fact replacement jobs, which suggests a high rate of turnover in these positions.

Among the top five occupations, all but supervisors require no more than a high school diploma or its functional equivalent, the certificate of General Educational Development (GED). Some employers may require less or more education depending on the applicant's level of skill and experience.

AE Account executives should identify which employers are willing to hire jobseekers who have not earned a high school diploma or GED and inform career advisors.

**TABLE 5 Top Ranking Occupations in the Truck Transportation Subsector:
Employment Outlook, Educational Requirements, and Wages**

TOP RANKING OCCUPATIONS (IN ORDER OF # OF JOBS IN 2006)	GROWTH/DECLINE	2014 OUTLOOK % REPLACEMENT	EDUCATIONAL REQUIREMENTS*	2006 HOURLY WAGES		
				ENTRY	MEDIAN	HIGH
Drivers: sales workers	▼	100%	HS/GED	\$7.48	\$13.45	\$25.73
Laborers and freight, stock, and material movers, hand	▼	100%	HS/GED	\$7.55	\$11.17	\$18.73
Supervisors, transportation and material moving workers	^	75%	AA/TRADE	\$16.41	\$28.47	\$41.50
Office clerks, general	▼	100%	HS/GED	\$7.58	\$12.80	\$20.06
Dispatchers	^	91%	HS/GED	\$10.15	\$16.70	\$28.59
Secretaries and administrative assistants	^	97%	AA/TRADE	\$10.35	\$15.75	\$23.08
Managers, all other	^	79%	BA	\$25.51	\$45.81	na
Material moving workers, all other including tank car, truck and ship loaders	▼	100%	HS/GED	\$9.35	\$17.79	\$24.00
Billing and posting clerks and machine operators	▼	100%	HS/GED	\$11.85	\$16.85	\$23.49
Bookkeeping, accounting, and auditing clerks	▼	100%	AA/TRADE	\$11.49	\$17.85	\$25.74
Other installation, maintenance, and repair workers including commercial divers, and signal and track switch repairers	▼	77%	HS/GED	\$9.78	\$17.42	\$29.89
Motor vehicle operators, all other	^	100%	HS/GED	\$8.63	\$16.22	\$23.35
Packers and packagers, hand	▼	100%	HS/GED	\$7.26	\$8.52	\$14.68
Transportation inspectors	^	90%	AA/TRADE	\$18.48	\$25.53	\$34.11

SOURCE **Occupational ranking** from US Bureau of the Census, American Community Survey, Public Use Microdata Sample, 2005–06

Educational requirements and wage data from O*NET Online (<http://online.onetcenter.org/>)

Occupational outlooks and replacement jobs from the Bureau of Labor Statistics, Occupation Employment Survey, 2006.

* Indicates the level of education attained by most individuals in this occupation in New York City. Some employers may require less or more years of education.

HS/GED = high school diploma or GED usually required.

AA/TRADE = 2-year college degree or postsecondary vocational or trade school usually required.

BA = 4-year college degree usually required.

na = Hourly wage is not available for this occupation.

Also shown in Table 5 are typical hourly wages earned by entry-, mid-, and high-level earners in each of the top ranking occupations in the truck transportation subsector:

- Supervisors and managers receive higher wages, starting out above \$15 per hour.
- Entry-level wages for laborers/material movers, packers, and office clerks are just above minimum wage and peak out at or under \$20 per hour.
- Transportation inspectors, installation and maintenance workers, and dispatchers, have a wider pay range: workers in these occupations could earn as much as some supervisors and managers indicating room for career advancement within these occupations. Similarly, although non-manual material movers (e.g., loaders/unloaders of trucks and ships) start at just above \$9 per hour, they can earn as much as \$24 per hour without any postsecondary education.


CA Occupations with wider pay ranges may offer jobseekers more room for advancement in exchange for on-the-job experience, without switching jobs or having to obtain additional postsecondary education.

Career pathways in truck transportation follow three tracks: vehicle operation and maintenance, moving and handling, and office-related. Truck drivers, material handlers, and office clerks are the respective entry level occupations in the three tracks. The tracks are not mutually exclusive, however. For example, experienced drivers and material handlers may advance into office jobs.

Advancement in the subsector depends on on-the-job experience, advanced credentials, or specialized training such as logistics technology, mechanics, or management. Generally speaking, it is easier for jobseekers and existing workers with some college or trade school experience to get supervisory and management positions.

CA Career advisors should inform jobseekers about the diversity of opportunities in the truck transportation subsector. Jobseekers who are concerned about heavy physical exertion or long trips away from home may find short-haul driving, driving positions that do not require lifting, and office-related occupations to be more attractive alternatives.

As trucking companies adopt new computer and communications technologies and diversify into packaging, scheduling, and logistics, there will be more occupational opportunities available to workers in the subsector.

 For a complete list of New York State-approved workforce training providers — searchable by sector, occupation, and borough — go to www.nyc.gov/trainingguide. The NYC Training Guide contains course and contact information, job placement rates, student reviews of courses, cost, and eligibility for individual training grant (ITG) vouchers through the Workforce1 Career Centers or the New York City Department of Human Resources Administration.

Driver Qualifications

New York City truck drivers must hold a state-issued Commercial Driver's License (CDL). To hold a CDL, drivers must:

- Be at least 18 years of age;⁵
- Hold a valid, a regular drivers' license from any state in the U.S.;
- Have a Social Security Card;
- Pay appropriate fees (at the time of this writing, a minimum of \$75 for the application, learner's permit, road test, and temporary license);
- Pass a written test (requiring written English language comprehension);
- Pass a road test that entails driving the type of vehicle the driver plans to drive; and
- In most cases, have a medical examiner's certificate from a licensed medical professional.

CA Career advisors should check that job-seekers could meet the CDL requirements before they are enrolled in training.

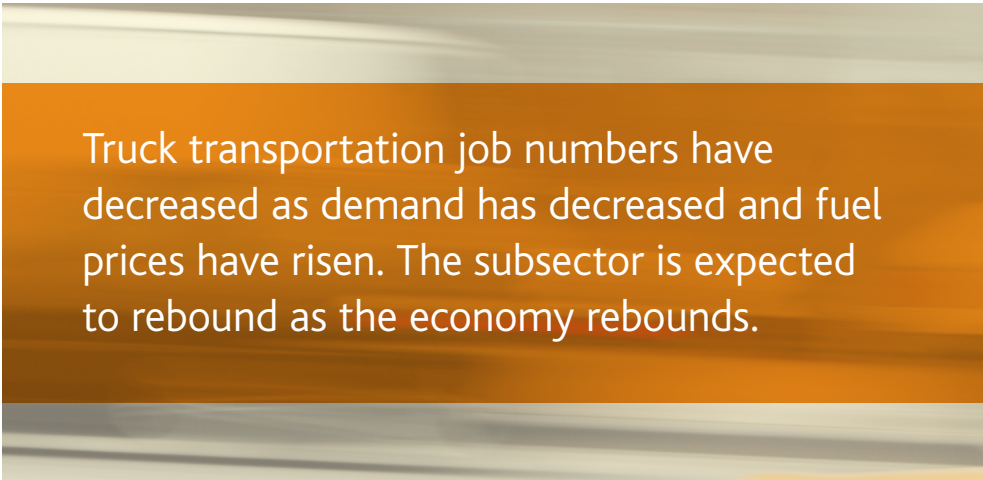
The New York State Department of Motor Vehicles recommends — but does not require — that drivers who want a CDL receive professional training. Some carriers require their drivers to graduate from private training schools.

AE Account executives should identify employers that may require drivers to have additional professional training and inform career advisors.

CDL requirements may present obstacles to many New Yorkers. For example, lifelong New Yorkers may not hold regular driver's licenses. Recent immigrants may not have a valid U.S. license or Social Security Card, and may need to obtain English proficiency before applying.

Drivers with moderately clean driving records can obtain CDLs. Yet, according to workforce professionals with whom we spoke for this report, many companies are hesitant to hire anyone with more than two points on his or her driving record.

Traditionally, truck driving has provided opportunities for ex-offenders to return to the workforce. Some employers — for example, those hauling valuable cargo — may prefer *not* to hire drivers with criminal backgrounds, however.



Truck transportation job numbers have decreased as demand has decreased and fuel prices have risen. The subsector is expected to rebound as the economy rebounds.

Because of homeland security and road safety concerns, background checks and drug tests are expected to become tougher in the years ahead. If imposed, they will make it more difficult for drivers with criminal backgrounds or imperfect driving records to obtain employment in the subsector.

CA Career advisors should tell jobseekers about potential barriers to employment in the subsector including the need to pass a drug test, criminal background check, and a review of driving records. Career advisors should be aware that some employers may be flexible about hiring ex-offenders or drivers with imperfect driving records, although these attributes may be stumbling blocks for other employers.

In addition to the distinction between Class A and Class B CDLs, which has to do with the maximum combined weight of the vehicle to be driven, endorsements are required to drive school buses (S), tanks (N), double or triple trailers (T), and to carry hazardous materials (H). Additional fees, and written and skills tests apply for most of these endorsements. Drivers who wish to carry a hazardous materials endorsement must pass additional security checks.

Current Workforce Facts

Males held almost all of the trucking jobs in New York City in both 2000 and 2006. The subsector's workforce is fairly racially/ethnically diverse with roughly equivalent percentages of black, white, and Hispanic employees. Asian workers are somewhat under-represented in the truck transportation subsector. Based on the variety of occupations, the subsector may be attractive to women and other nontraditional workforce populations.

AE Account executives should ask employers if they are having difficulty recruiting women into their workforce.

CA Career advisors should ask female jobseekers who do not want to go into truck transportation about their concerns.

The truck transportation workforce is "aging out." Fewer young people are entering trucking occupations, while the share of employees ages 44 and over increased between 2000 and 2006.

AE As workforce ages out, account executives should encourage youth service providers to match youth and young adults to opportunities within the truck transportation subsector.

Three out of four jobs in the subsector are currently held by individuals with a high school diploma, GED or fewer years of educational attainment.

As the nation's current military involvement in the Middle East subsides, we can expect to see veterans returning to the civilian labor force with skills appropriate the truck transportation subsector.


 Organizations that serve veterans should be prepared to assess jobseekers re-entering the labor market who may have skills to take trucking jobs.

TABLE 6 Demographic Characteristics of the New York City Truck Transportation Workforce, 2000 and 2005/06

PERCENT OF NEW YORK CITY TRUCK TRANSPORTATION EMPLOYEES WHO ARE	2000	2005/06
New York City residents*	73%	80%
Male	96%	98%
White	25%	33%
Black	31%	24%
Hispanic	28%	32%
Asian	9%	8%
Age 18–34	39%	31%
35–44	31%	35%
44–54	19%	22%
Age 55+	10%	13%
Less than high school or GED	31%	21%
High school diploma or GED	41%	53%
Some college	22%	18%

SOURCE U.S. 2000 Decennial Census and 2005 and 2006 American Community Surveys public use microdata (PUMS) files.

*The remaining percentages that appear in this table are of people who both live *and* work in New York City.

Endnotes

- 1 The information in this profile is drawn from a longer, more detailed report entitled *Employment in New York City's Transportation Sector* that includes additional background on truck transportation and three other transportation subsectors.
- 2 The data in this map includes private sector employment only. The New York State Department of Labor (NYSDOL) suppresses employee and wage data for any ZIP Code that includes fewer than three establishments or contains a single unit that accounts for 80 percent or more of the industry's employment. This map omits any establishment in the five boroughs that reported ZIP Code outside of New York City to the NYSDOL. In 2006, there were 47 of these firms (out of 994) in this NAICS code with 431 employees (out of 9,316) and annual average wages of \$36,000.
- 3 Belman, D. and K. Monaco, The effects of deregulation, de-unionization, technology, and human capital on the work and work lives of truck drivers, *Industrial and Labor Relations Review*, 54:2A, 2001, 502–524.
- 4 Information about almost any occupation is available through the U.S. Department of Labor through a web-based program known as O*NET accessible at <http://online.onetcenter.org/>. For detailed profiles of the top 10 occupations in transportation — including job descriptions, working conditions, skills, abilities, educational and experience requirements — see NYCLMIS' *Employment in New York City's Transportation Sector* at www.urbanresearch.org or www.nyc.gov/wib/.
- 5 Drivers between the ages of 18 and 21 must have at least one year of driving experience. Young truck drivers may obtain a CDL, but may not drive out of state, nor obtain passenger, school bus, or hazardous material endorsements.

About the NYCLMIS

The New York City Labor Market Information Service (NYCLMIS) provides labor market analysis for the public workforce system. The service is a joint endeavor of the New York City Workforce Investment Board (WIB) and the Center for Urban Research at The Graduate Center of the City University of New York. The NYCLMIS' objectives are to:

- Develop action-oriented research and information tools that will be used by workforce development service providers and policy makers to improve their practice.
- Be the portal for cutting-edge and timely labor market data about New York City.

The NYCLMIS primarily serves the program and policy needs of the public workforce system. The NYCLMIS creates research and associated products that are of service to the broader practitioner and policy communities in their day-to-day and strategic decision-making. These products help distill, frame, and synthesize the volumes of data available for the practical use of the public workforce system's partners and stakeholders, with the overall goal of raising public awareness of the importance of workforce development in New York City.

About the WIB

The New York City Workforce Investment Board (WIB) administers the federal Workforce Investment Act funds in New York City and oversees the public workforce system run by the Department of Small Business Services and the Department of Youth and Community Development. The WIB is made up of over 40 volunteer members, appointed by the Mayor, representing local businesses, educational institutions, labor unions, community-based organizations, and other government agencies.

About the Center for Urban Research

Working with the City University of New York Graduate Center's faculty and students, the Center for Urban Research organizes basic research on the critical issues that face New York and other large cities in the U.S. and abroad; collaborates on applied research with public agencies, non-profit organizations, and other partners; and holds forums for the media, foundations, community organizations and others about urban research at The Graduate Center of the City University of New York.





LABOR MARKET
INFORMATION SERVICE

CUNY Graduate Center
365 Fifth Avenue
Room 6202
New York, NY 10016

212 817 2031 t
nyclmis@gc.cuny.edu
www.urbanresearch.org and www.nyc.gov/wib